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**JOB SATISFACTION AND ORGANISATIONAL
COMMITMENT ON THE RELATIONSHIP BETWEEN
EMPLOYEES' CORPORATE SOCIAL RESPONSIBILITY
(CSR) PERCEPTIONS AND JOB PERFORMANCE**

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**DOCTOR OF BUSINESS ADMINISTRATION
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**JOB SATISFACTION AND ORGANISATIONAL COMMITMENT
ON THE RELATIONSHIP BETWEEN EMPLOYEES' CORPORATE SOCIAL
RESPONSIBILITY (CSR) PERCEPTIONS AND JOB PERFORMANCE**



By

MALATHI A/P BALAKRISHNAN

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Doctor of Business Administration**



OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
UNIVERSITI UTARA MALAYSIA

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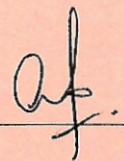
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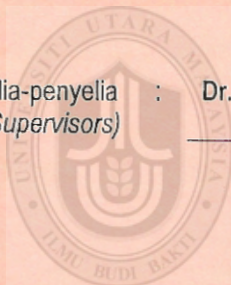
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ABSTRACT

Corporate Social Responsibility (CSR) has in recent years become one of the standard business practices for organizations. Thus, this study aimed to empirically investigate the effects of CSR perceptions on job performance among logistics employees where job satisfaction and organizational commitment play mediating roles on the relationship between CSR perceptions and job performance. Social exchange theory, social identity theory and organizational justice theory were used to explain the relationship between the variables. The respondents of this study were among the employees of ten logistics companies listed on Bursa Malaysia operating in West Malaysia. Purposive sampling method was used. Total of 810 questionnaires were distributed to the respondents. Out of total questionnaire, 432 questionnaires were completed and returned with response rate of 53%. Data were analyzed using Statistical Package for Social Science (SPSS) and Smart Partial Least Square (Smart-PLS) software. The findings revealed that CSR perception had a non-significant relationship with job performance. Meanwhile, job satisfaction had no significant influence on job performance but organizational commitment had a positive and significant influence on job performance. Besides, job satisfaction and organizational commitment were found to significantly mediate the relationship between CSR perceptions and job performance. This study suggests several practical methods for managers in logistics companies to implement CSR practices in their organizations to enhance employees' organizational commitment and job satisfaction which, in turn, will improve their job performance. Furthermore, the development and implementation of CSR strategies can help business organisations to achieve competitive advantage, enhance reputation to attract and retain talented employees and also improve business opportunities. Hopefully, this study provides a platform to widen the scope of studies regarding the relationship between CSR and job performance in the logistics field particularly from the perspectives of employees.

Keywords: corporate social responsibility, CSR perceptions, job satisfaction, organizational commitment, job performance.

ABSTRAK

Sejak kebelakangan ini, Tanggungjawab Sosial Korporat (*Corporate Social Responsibility* atau CSR) telah menjadi satu standard amalan perniagaan organisasi. Oleh itu, kajian ini menyelidik secara empirikal kesan persepsi CSR ke atas prestasi kerja dalam kalangan pekerja logistik di mana variabel kepuasan kerja serta variabel komitmen organisasi berperanan sebagai pengantara ke atas hubungan di antara persepsi CSR dengan prestasi kerja. Teori pertukaran sosial, teori identiti sosial dan teori keadilan organisasi telah digunakan untuk menerangkan hubungan di antara variabel-variabel kajian. Responden kajian adalah dalam kalangan pekerja daripada sepuluh buah syarikat logistik yang tersenarai di Bursa Malaysia yang beroperasi di Malaysia Barat. Kaedah persampelan bertujuan telah digunakan. Sebanyak 810 borang soal selidik diedarkan kepada responden. Daripada jumlah tersebut hanya 432 borang telah dikembalikan, mewakili 53% kadar maklum balas. Data dianalisis menggunakan perisian *Statistical Package for Social Science* (SPSS) dan *Smart Partial Least Square* (Smart-PLS). Dapatan menunjukkan bahawa persepsi CSR mempunyai hubungan yang tidak signifikan dengan prestasi kerja. Manakala, kepuasan kerja mempunyai kesan yang lemah dan tidak signifikan terhadap prestasi kerja. Namun, komitmen organisasi mempunyai kesan positif yang signifikan terhadap prestasi kerja. Selain itu, kepuasan kerja dan komitmen organisasi didapati berperanan sebagai pengantara ke atas hubungan di antara persepsi CSR dan prestasi kerja. Kajian juga mencadangkan beberapa kaedah praktikal kepada pengurus syarikat logistik untuk melaksanakan amalan CSR dalam organisasi mereka. Ini bertujuan meningkatkan komitmen organisasi dan kepuasan kerja pekerja yang seterusnya akan meningkatkan prestasi kerja mereka. Selain itu, strategi perancangan dan pelaksanaan program CSR dapat membantu organisasi perniagaan untuk mencapai kelebihan daya saing, meningkatkan reputasi syarikat untuk menarik dan mengekalkan pekerja yang berbakat serta meningkatkan peluang perniagaan. Adalah diharapkan kajian dapat menyediakan landasan untuk memperluas skop kajian mengenai hubungan di antara CSR dan prestasi kerja dalam bidang logistik terutamanya daripada perspektif pekerja.

Kata kunci: tanggungjawab sosial korporat, persepsi CSR, kepuasan kerja, komitmen organisasi, prestasi kerja.

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LIST OF ABBREVIATIONS/NOTATIONS/GLOSSARY OF TERM

CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
CO2	Carbon dioxide
UK	United Kingdom
PLC	Public Listed Company
NGO	Non-Governmental Organisation
HRM	Human Resource Management
OB	Organisational Behaviour
SME	Small and Medium Enterprise
OCB	Organisational Citizenship Behaviour
RBV	Resource Based View
AVE	Average Variance Extracted
SPSS	Statistical Package for Social Science
KMO	Kaiser-Meyer-Olkin

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Corporate Social Responsibility (CSR) has become the most prominent issue among business organisations and has received increasing attention from scholars and practitioner in recent years (Sontaite-Petkeviciene, 2015). Many companies are facing strong demand from their employees to implement CSR initiatives as it influences the corporate decisions throughout the organisation and become a serious element of competition. CSR is “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (World Business Council for Sustainable Development, 2002). CSR is viewed as a form of corporate investment, basically to improve the social welfare and to strengthen the relationship with stakeholders (Barnett, 2007). A company can be forced to adopt socially responsible behaviour when its employees act as an agent for social change (Aguilera, Rupp, Williams and Ganapathi, 2007). Moreover, programs through formal education and media that emphasize the importance of CSR activities create more awareness amongst employees to demand firm to be socially responsible (Hung, Bala and Lee, 2010). Employees are the ones who directly perceive and evaluate their organisation’s CSR initiatives (Alicia, 2012) and their CSR perceptions make them to identify themselves with the organisation and feel sense of satisfaction which leads to superior performance at work (Shin, Hur and Kang, 2016). Furthermore, employees have stronger

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Appendix A: Consent Cover Letter for Survey Research

Survey on Job Satisfaction and Organisational Commitment on the Relationship between Employees' Corporate Social Responsibility (CSR) Perceptions and Job Performance

Dear participants

I am currently pursuing postgraduate degree, Doctorate in Business Administration at Universiti Utara Malaysia. In partial fulfillment of the requirements for this program, I am conducting a research to investigate job satisfaction and organisational commitment on the relationship between employees' CSR perceptions and job performance in listed logistics companies in West Malaysian. All the employees except top management team are invited to participate in this survey.

I would be very grateful if you could support my research by filling out the survey questionnaires. If you are able to be involved in this research, please respond to the attached questionnaire. It will take you less than 20 minutes to complete the survey questions. There is no right or wrong answers and all parts should be answered honestly. The survey contains questions relating to your job satisfaction, job performance, organisational commitment and your perceptions on your organisation's CSR activities you engage in and also some personal information. Please kindly return the completed questionnaire to the one who sent you this questionnaire.

Your views are highly valuable and your response will be anonymous. The data from this study shall be kept strictly confidential and shall be use solely for the purpose of academic research. If you need any clarification on this questionnaire, please feel free to contact me at 012-6046055 or email: malathi_uum@yahoo.com

Thank you for your cooperation and the time you taken to participate in this survey. Wish you every success in your future career.

Yours faithfully,

*MalathiBalakrishnan
Othman Yeop Abdullah
Graduate School of Business
Universiti Utara Malaysia*

Appendix B: Survey Questionnaire

Survey on Job Satisfaction and Organisational Commitment on the Relationship between Employees' Corporate Social Responsibility (CSR) Perceptions and Job Performance

The following sections contain questions about your perceptions of CSR, job satisfaction, job performance and organisational commitment. Please answer all questions as honestly as possible. All responses will be strictly confidential.

SECTION A

Below is a list of statements that describing one's perceptions about his/her organisation. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows:

1	2	3	4	5	6	7
Strongly Disagree (SD)	Disagree (D)	Somewhat disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)

Please circle your answers

EMPLOYEES' CSR PERCEPTIONS

- Our company has been successful at maximizing its profits
Syarikat kami telah Berjaya memaksimumkan keuntungannya.
1 2 3 4 5 6 7
- Our company strives to lower its operating costs
Syarikat kami sentiasa berusaha untuk mengurangkan kos operasinya.
1 2 3 4 5 6 7
- Our management closely monitors employees' productivity
Pihak pengurusan kami sentiasa memantau produktiviti pekerja.
1 2 3 4 5 6 7
- Our top management establishes long-term strategies for our company business.
Pihak pengurusan kami telah menetapkan strategi jangka panjang untuk perniagaan syarikat.
1 2 3 4 5 6 7

5. The managers of this organisation try to comply with the law.

Pengurus syarikat ini sentiasa mematuhi undang-undang.

1 2 3 4 5 6 7

6. Our company seeks to comply with all laws regulating hiring and employee benefits.

Syarikat kami sentiasa mematuhi semua peraturan berkaitan pengambilan pekerja serta pemberian faedah pekerja.

1 2 3 4 5 6 7

7. Our company has programs that encourage the diversity of its workforce (in terms of age, gender or race).

Syarikat kami melaksanakan program-program yang menggalakkan kepelbagaian tenaga kerja (dari segi umur, jantina dan bangsa).

1 2 3 4 5 6 7

8. Internal policies of our company prevent discrimination in employees' compensation and promotion.

Syarikat kami tidak mengamalkan diskriminasi dalam pemberian pampasan dan kenaikan pangkat pekerja.

1 2 3 4 5 6 7

9. Our company has a comprehensive code of conduct.

Syarikat kami mempunyai kod perlakuan yang komprehensif.

1 2 3 4 5 6 7

10. Our company is recognized as a trustworthy company.

Syarikat kami telah diiktiraf sebagai sebuah syarikat yang boleh dipercayai.

1 2 3 4 5 6 7

11. Fairness toward co-workers and business partners is an integral part of the employee evaluation process in our company.

Layanan yang adil kepada rakan sekerja dan rakan kongsi adalah aspek yang penting dalam proses penilaian pekerja di syarikat kami.

1 2 3 4 5 6 7

12. A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).

Prosedur tata tertib telah diwujudkan bagi pekerja untuk melaporkan sebarang salahlaku di tempat kerja (seperti perbuatan mencuri atau gangguan seksual).

1 2 3 4 5 6 7

13. Our salespersons and employees are required to provide full and accurate information to all customers.

Jurujual dan pekerja kami dikehendaki memberi maklumat yang lengkap dan tepat kepada semua pelanggan.

1 2 3 4 5 6 7

14. Our company supports employees who acquire additional education.

Syarikat kami memberi bantuan kewangan kepada pekerja yang ingin melanjutkan pelajaran.

1 2 3 4 5 6 7

15. Flexible company policies enable employees to better coordinate work and personal life.

Polisi yang fleksibel membolehkan pekerja mengimbangkan antara pekerjaan dan kehidupan peribadi.

1 2 3 4 5 6 7

16. Our company gives adequate contributions to charities.

Syarikat kami sentiasa memberi sumbangan kepada pertubuhan amal dan kebajikan.

1 2 3 4 5 6 7

17. A program is in place to reduce the amount of energy and materials wasted in our organisation.

Suatu program telah diwujudkan untuk mengurangkan pembaziran bahan dan tenaga dalam syarikat.

1 2 3 4 5 6 7

18. Our company encourages partnership with local businesses and schools.

Syarikat kami menggalakkan kerjasama dengan syarikat tempatan dan sekolah.

1 2 3 4 5 6 7

SECTION B

Below is a list of statements that describing one's perceptions about his/her job. Please indicate the extent to which you agree or disagree with each of the following statements using the scale as follows:

1	2	3	4	5	6	7
Strongly Disagree(SD)	Disagree (D)	Somewhat disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)

JOB SATISFACTION

1. My job seems like a hobby to me.

Saya menganggap pekerjaan saya sebagai hobi.

1 2 3 4 5 6 7

2. My job is usually interesting enough to keep me from getting bored.

Kerjaya saya biasanya menyeronokan dan tidak membosankan.

1 2 3 4 5 6 7

3. It seems that my friends are more interested in their jobs.

Rakan – rakan saya lebih berminat dengan pekerjaan mereka.

1 2 3 4 5 6 7

4. I consider my job rather unpleasant.

Saya menganggap pekerjaan saya agak tidak menyenangkan.

1 2 3 4 5 6 7

5. I enjoy my work more than my leisure time.

Saya lebih seronok memilih untuk bekerja daripada kegiatan masa lapang.

1 2 3 4 5 6 7

6. I am often bored with my job.

Saya sering berasa bosan dengan pekerjaan saya.

1 2 3 4 5 6 7

7. I feel fairly well satisfied with my present job.

Saya agak berpuashati dengan pekerjaan saya sekarang.

1 2 3 4 5 6 7

8. Most of the time I have to force myself to go to work.
Biasanya saya memaksa diri saya untuk ke kerja.
- 1 2 3 4 5 6 7
9. I am satisfied with my job for the time being.
Buat masa ini saya berpuashati dengan kerjaya saya.
- 1 2 3 4 5 6 7
10. I feel that my job is no more interesting than others could get.
Saya mendapati bahawa pekerjaan saya tidaklah menarik seperti pekerjaan orang lain.
- 1 2 3 4 5 6 7
11. I definitely dislike my work.
Saya tidak suka dengan pekerjaan saya.
- 1 2 3 4 5 6 7
12. I feel that I am happier in my work than most other people.
Saya berasa lebih gembira semasa bekerja berbanding dengan orang lain.
- 1 2 3 4 5 6 7
13. Most days I am enthusiastic about my work.
Saya selalu bersemangat semasa bekerja.
- 1 2 3 4 5 6 7
14. Each day of work seems like it will never end.
Kerja setiap hari seolah-olah seperti tidak akan berakhir.
- 1 2 3 4 5 6 7
15. I like my job better than the average worker does.
Saya lebih menyukai kerja saya berbanding pekerja biasa.
- 1 2 3 4 5 6 7
16. My job is pretty uninteresting.
Pekerjaan saya agak tidak menarik.
- 1 2 3 4 5 6 7

17. I find real enjoyment in my work.
Saya mendapat keseronokan sebenar dalam kerja saya.

1 2 3 4 5 6 7

18. I am disappointed that I ever took this job.
Saya berasa kecewa kerana saya memilih kerjaya ini.

1 2 3 4 5 6 7

SECTION C

Below is a list of statements that pertaining one's organisational commitment. Please indicate the degree to which you are committed or attached to your organisation by using the following scale.

1	2	3	4	5	6	7
Strongly Disagree(SD)	Disagree (D)	Somewhat disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)

EMPLOYEES' ORGANISATIONAL COMMITMENT

1. I am willing to put in more effort than that normally expected in order to help this organization be successful.
Saya sanggup berusaha lebih gigih lagi demi kejayaan organisasi ini.

1 2 3 4 5 6 7

2. I talk up this organization to my friends as a great organization to work for.
Saya memberitahu rakan-rakan bahawa organisasi ini adalah tempat yang paling sesuai untuk bekerja.

1 2 3 4 5 6 7

3. I feel very little loyalty to this organization.
Kesetiaan saya kepada organisasi ini adalah agak rendah.

1 2 3 4 5 6 7

4. I would accept almost any type of job assignment in order to keep working for this organization.
Saya sanggup melaksanakan apa jua tugas demi untuk terus kekal di syarikat ini.

1 2 3 4 5 6 7

5. I find that my values and the organization's values are very similar.
Saya mendapati bahawa nilai-nilai peribadi saya dengan organisasi ini adalah selaras.

1 2 3 4 5 6 7

6. I am proud to tell others I am part of this organization.
Saya berasa bangga memberitahu orang lain yang saya adalah sebahagian daripada organisasi ini.

1 2 3 4 5 6 7

7. I could just as well be working for a different organization as long as the type of work was similar.
Saya boleh bekerja di organisasi lain asalkan dapat kerja yang hampir sama.

1 2 3 4 5 6 7

8. This organization really inspires the very best in me in the way of job performance.
Organisasi ini benar-benar memberikan inspirasi kepada saya dalam meningkatkan prestasi kerjasaya.

1 2 3 4 5 6 7

9. It would take very little change in my present circumstances to cause me to leave this organization.
Perubahan yang kecil yang menggugat kedudukan saya boleh menyebabkan saya meninggalkan organisasi ini.

1 2 3 4 5 6 7

10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.
Saya amat gembira memilih organisasi ini untuk bekerja berbanding organisasi lain.

1 2 3 4 5 6 7

11. There's not much to be gained by sticking with this organization indefinitely.
Saya tidak akan mendapat sebarang faedah jika terus kekal di organisasi ini.

1 2 3 4 5 6 7

12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.

Sering kali saya sukar untuk bersetuju dengan polisi syarikat ini terutamanya berkaitan dengan pekerja.

1 2 3 4 5 6 7

13. I really care about the fate of this organization.

Saya benar-benar mengambil berat tentang perkembangan organisasi ini.

1 2 3 4 5 6 7

14. For me, this is the best of all possible organizations for which to work.

Bagisaya, organisasi ini adalah pilihan yang terbaik untuk bekerja.

1 2 3 4 5 6 7

15. Deciding to work for this organization was a definite mistake on my part.

Keputusan saya untuk bekerja di organisasi ini adalah satu kesilapan.



SECTION D

Below is a list of statements that describing one's job performance. Please rate your performance by using the following scale.

1	2	3	4	5	6	7
Strongly Disagree(SD)	Disagree (D)	Somewhat disagree (SWD)	Neutral (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)

JOB PERFORMANCE

1. Adequately complete assigned duties.
Melengkapkan tugas yang diberikan dengan sepenuhnya.
1 2 3 4 5 6 7
2. Engage in activities that will directly affect my performance evaluation.
Terlibat dalam aktiviti yang boleh memberi kesan kepada penilaian prestasi saya.
1 2 3 4 5 6 7
3. Fulfill all responsibilities specified in my job description.
Memenuhi segala tanggungjawab yang ditetapkan dalam senarai tugas.
1 2 3 4 5 6 7
4. Meet all the formal performance requirements of the job.
Mematuhi semua garis panduan semasa menjalankan tugas.
1 2 3 4 5 6 7
5. Able to perform tasks as expected.
Boleh melaksanakan tugas seperti yang diharapkan.
1 2 3 4 5 6 7
6. Never neglect aspects of the job that I am obligated to perform.
Tidak pernah mengabaikan tugas yang diamanahkan kepada saya.
1 2 3 4 5 6 7

SECTION E: BACKGROUND INFORMATION

(Please mark with [X])

- 1 Gender :
 - ☐ Male
 - ☐ Female
- 2 What is your age?
 - ☐ < 20
 - ☐ 20-29
 - ☐ 30-39
 - ☐ 40-49
 - ☐ > 49
- 3 Your education level:
 - ☐ Secondary
 - ☐ Diploma
 - ☐ Bachelor Degree
 - ☐ Master Degree
 - ☐ Other qualifications
- 4 Position:
 - ☐ Manager
 - ☐ Executive
 - ☐ Non-Executive
- 5 Length of service in your present organisation:
 - ☐ < 1 year
 - ☐ 1-5 years
 - ☐ 6-10 years
 - ☐ >10 years
- 6 What is your total monthly income?
 - ☐ < RM1000
 - ☐ RM1000 - RM2000
 - ☐ RM2001 - RM3000
 - ☐ RM3001 - RM4000
 - ☐ > RM4000

*Thank you for your time and effort to complete this questionnaire.
I greatly appreciate your contribution to this study.*

Appendix C: Descriptive Statistics

Table 4.2

Descriptive Statistics

	N	Min	Max	Mean	Std. Dev	Variance	Skewness		Kurtosis	
	Statistic	Statistic		Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CP1	421	1	7	4.71	1.390	1.931	-.702	.119	-.053	.237
CP2	421	1	7	4.81	1.354	1.832	-.928	.119	.636	.237
CP3	421	1	7	4.81	1.304	1.700	-.949	.119	1.161	.237
CP4	421	1	7	4.63	1.381	1.906	-.787	.119	.207	.237
CP5	421	1	7	4.81	1.536	2.361	-.735	.119	-.087	.237
CP6	421	1	7	5.07	1.286	1.654	-.907	.119	.983	.237
CP7	421	1	7	5.10	1.049	1.100	-.775	.119	1.564	.237
CP8	421	1	7	5.07	1.227	1.505	-1.076	.119	1.147	.237
CP9	421	1	7	5.15	1.124	1.264	-.747	.119	.970	.237
CP10	421	1	7	4.19	1.634	2.670	-.098	.119	-.678	.237
CP11	421	1	7	5.01	1.114	1.240	-.274	.119	.346	.237
CP12	421	1	7	5.20	1.130	1.276	-.882	.119	.733	.237
CP13	421	1	7	5.11	1.133	1.283	-.581	.119	.357	.237
CP14	421	1	7	4.94	1.112	1.237	-.654	.119	.408	.237
CP15	421	1	7	5.03	1.195	1.427	-.931	.119	1.189	.237
CP16	421	1	7	4.74	1.465	2.147	-.581	.119	-.117	.237
CP17	421	1	7	4.14	1.576	2.484	-.314	.119	-.399	.237
CP18	421	1	7	4.65	1.439	2.071	-.702	.119	.120	.237
JS1	421	1	7	4.50	1.539	2.370	-.464	.119	-.323	.237
JS2	421	1	7	4.23	1.627	2.648	-.212	.119	-.564	.237
RJS3	421	1	7	4.52	1.542	2.379	-.252	.119	-.557	.237
RJS4	421	1	7	4.40	1.432	2.049	-.456	.119	.019	.237
JS5	421	1	7	4.33	1.284	1.649	-.400	.119	.159	.237
RJS6	421	1	7	4.53	1.453	2.112	-.464	.119	-.057	.237
JS7	421	1	7	4.63	1.274	1.624	-.186	.119	-.306	.237
RJS8	421	1	7	4.12	1.670	2.789	-.135	.119	-.779	.237
JS9	421	1	7	4.54	1.426	2.035	-.205	.119	-.423	.237
RJS10	421	1	7	4.71	1.558	2.426	-.497	.119	-.192	.237
RJS11	421	1	7	4.58	1.509	2.277	-.265	.119	-.442	.237
JS12	421	1	7	4.36	1.447	2.092	-.250	.119	-.378	.237
JS13	421	1	7	5.20	1.254	1.572	-1.104	.119	1.557	.237
RJS14	421	1	7	4.75	1.496	2.238	-.692	.119	.093	.237
JS15	421	1	7	4.74	1.455	2.118	-.814	.119	.183	.237
RJS16	421	1	7	4.13	1.698	2.884	-.143	.119	-.770	.237
JS17	421	1	7	4.30	1.396	1.948	-.055	.119	-.673	.237
RJS18	421	1	7	4.29	1.679	2.821	-.212	.119	-.685	.237
OC1	421	1	7	4.58	1.471	2.163	-.529	.119	-.223	.237
OC2	421	1	7	4.65	1.354	1.833	-.493	.119	-.060	.237
ROC3	421	1	7	4.94	1.487	2.213	-.670	.119	.146	.237
OC4	421	1	7	4.73	1.384	1.915	-.517	.119	.023	.237
OC5	421	1	7	4.64	1.457	2.122	-.563	.119	-.030	.237
OC6	421	1	7	4.67	1.481	2.192	-.511	.119	-.315	.237
ROC7	421	1	7	4.75	1.487	2.213	-.460	.119	-.400	.237

Table 4.2 (Continued)

OC8	421	1	7	4.65	1.321	1.746	-.182	.119	-.346	.237
ROC9	421	1	7	4.08	1.759	3.095	-.093	.119	-.823	.237
ROC11	421	1	7	4.24	1.569	2.461	-.267	.119	-.633	.237
ROC12	421	1	7	4.35	1.589	2.524	-.282	.119	-.517	.237
OC13	421	1	7	4.11	1.662	2.761	-.166	.119	-.849	.237
OC14	421	1	7	4.53	1.547	2.392	-.429	.119	-.549	.237
ROC15	421	1	7	4.32	1.684	2.837	-.287	.119	-.713	.237
JP1	421	1	7	4.68	1.496	2.238	-.413	.119	-.452	.237
JP2	421	1	7	4.86	1.346	1.813	-.409	.119	-.071	.237
JP3	421	1	7	4.79	1.474	2.173	-.541	.119	-.204	.237
JP4	421	1	7	4.67	1.492	2.226	-.355	.119	-.379	.237
JP5	421	1	7	4.64	1.595	2.545	-.464	.119	-.528	.237
JP6	421	1	7	4.58	1.517	2.301	-.284	.119	-.438	.237
Valid N (listwise)	421									



Appendix D: Factor Analysis

	Factor					
	1	2	3	4	5	6
TCP8	.691					
TCP12	.678					
TCP15	.670					
TCP14	.665					
TCP13	.661					
TJS13	.630					
TCP7	.579					
TRJS14	.551					
TCP6	.549					
TOC6		.763				
TOC14		.723				
TOC5		.683				
OC8		.674				
TOC4		.657				
TOC1		.611				
OC13		.594				
TOC2		.586				
TROC3		.546				
TJS15			.706			
TCP1			.706			
TCP5			.691			
TCP4			.645			
TCP2			.642			
JP5				.694		
JP4				.653		
JP6				.608		
JP2				.591		
JP3				.513		
JP1				.487		
TJS5					.605	
JS12					.581	
RJS11					.563	
JS7					.546	
JS9					.512	
JS2					.479	
TRJS6					.472	
TRJS4					.446	

Extraction Method: Principal Axis Factoring.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.